

TARGETED WAGE INITIATIVE
Grays Harbor Proposal
January 30, 2003

SUMMARY STATEMENT:

Grays Harbor's proposal for the Targeted Wage Initiative capitalizes on the unique partner relationship between WorkSource Grays Harbor, Grays Harbor College, Department of Social and Health Services, and the Coastal Community Action Council. Our great partnership allows for a wide variety of services to be provided to help the WorkFirst customer succeed in finding employment.

Key points in the TWI proposal are:

- * A revisited DSHS orientation
- * 3-hour Nuts and Bolts Orientation for customers as they enter WorkFirst (offered daily) **NEW**
- * 30-hour Steps to Success Assessment Workshop (offered every other week) **NEW**
- * Revised 30-hour Job Search Workshop providing extended instruction on critical elements (offered every other week)
- * Reformatted Job Clubs which include the Returner's Curriculum and one and two week topic intensive models **NEW**
- * Success Plans based on Customer Assessment data
- * ABE/GED Prep classes as part of job search based on assessment

GENERAL OVERVIEW: WorkSource Grays Harbor has a strong, supportive partnership with Grays Harbor College, Department of Social and Health Services, and the Coastal Community Action Program. In addition to the ESD WorkSource Specialists, Grays Harbor College provides staff as instructors for Job Clubs and the Steps to Success Assessment Workshop. Standard ESD-created curriculum is used in all classroom activities provided by partner staff. Because of the assistance received from partners, ESD WorkSource Specialists are able to provide more meaningful, intensive one-on-one job search assistance to their WorkFirst customers.

The sequence of services in the TWI proposal is based on an intensive twelve-week job search activity that begins with an orientation presented by CSO case managers. Services will be offered in three targeted wage phases of job search and two interchangeable phases of intensive program services. The customers' job search competencies will be rated throughout their participation in the various workshops. The sequence of services for our pilot TWI project can be found as Attachment 1: Customer Flow Chart.

The TWI program is designed to be customized and flexible. Each customer will develop a portfolio as they progress through the program. The portfolio will assist the customer and WorkSource specialist monitor and assess the progress of the customer.

Upon arrival at WorkSource, the customer will attend a short orientation/assessment. This Nuts and Bolts TWI Orientation will be offered daily to customers as they enter the WorkFirst program. If the customer attends the orientation in the middle of the week, he/she will immediately begin participation in a job club activity other activities as identified during the Nuts and Bolts TWI Orientation. Customers will also be scheduled for the next available Steps to Success or Job Search workshops. These week-long workshops will be offered on alternating weeks. Job Club is offered daily at three different time periods during the day. The repackaged Job Club curriculum is based on recent customer feedback.

Upon completion of the new Steps to Success assessment workshop and the redesigned Job Search workshop the customer will meet with their ESD WorkSource Specialist to develop a customized Success Plan. The Success Plan will outline the next track and phase of their participation. The assessment information gathered during the first two weeks is essential in order to help the ESD WorkSource Specialist and the customer develop the best package of activities that will lead to sustaining employment. Other program partners may participate during the development of the Success Plan as appropriate.

Components of participation will include:

- * **ORIENTATION DSHS:** A new DSHS Orientation is currently being designed at the state level. The new orientation will identify issues that prevent participation in job search.

The CSO case manager will develop the IRP and determine if the customer is appropriate for referral to ESD for job search. Case managers will give customers information about the services and opportunities that will be provided during their participation in the ESD job search activities. Emphasis on the new TWI concept and the advantages of this pilot will be shared with the customers. Job ready individuals will be referred to a specific ESD WorkSource Specialist and scheduled to report to WorkSource for the beginning of their twelve week job search. The first activity for all customers will be the Nuts and Bolts TWI Initial Orientation.

CSO case management process is scheduled to change with more emphasis placed on providing more intensive case management. The case manager will work closely with the ESD WorkSource Specialist to assure that the individual is able to be successful. If the individual is not complying or the ESD WorkSource Specialist discovers that there are issues that can only be resolved by referring back to the case manager, then they will do so.

- * All customers will participate in the initial Nuts and Bolts Orientation conducted by ESD WorkSource Specialists. The orientation is designed as a high-energy introduction to job search stressing the value of employment. Customers will also be introduced to the personalized job search assistance that will be provided by

their ESD WorkSource Specialist. The customer will be provided information about the various services in which they may participate (CJST, specific Job Club activities, Steps to Success assessment workshop, and the Job Search workshop). One of the principle outcomes will be to emphasize the one-on-one attention customers will receive to develop a personalized Success Plan. ESD WorkSource Specialists will be gathering employment-related information that will help determine the best route to employment that the customer will take. Customers will be scheduled for individual appointments with their respective ESD WorkSource Specialist who will provide them with their schedule of job search activities for the next three weeks.

The ESD WorkSource Specialist will be responsible for assisting the customer through twelve weeks of intensive job search from employability assessment to development of a Success Plan leading to sustainable employment. If customers are waiting for the next workshop to begin, they will be assigned appropriate activities to be engaged full time. Attendance will be monitored in CATS. At any time during participation, if a customer drops out of an activity or is not engaged full-time, the ESD WorkSource Specialist will contact the individual to come in and meet individually to determine the next course of action. Individuals who are not participating as required will be referred back to the case manager.

* **STEPS TO SUCCESS ASSESSMENT WORKSHOP**

This new week-long Steps to Success assessment workshop will be offered every-other-week with the Job Search workshop scheduled on the alternating weeks. The overall goal of the assessment workshop is to evaluate customer interests, aptitudes, and skills as related to the current labor market. This assessment workshop will utilize numerous skill assessment tools to help the customer identify strengths and marketable skills. This workshop also includes the sections on goals, attitudes and motivations, and an introduction to the resource room normally taught in the Job Search Workshop.

We have recently done a study with a group of WorkFirst customers who took both Oscar and PESCO. Based on the results and comments from the counselor and customers, we have determined that PESCO will be the main assessment tool used. However, depending on the individual characteristics of the customer, we may use one or more assessment tools.

Upon completion of the assessment workshop, the ESD WorkSource Specialist and the WorkFirst customer will meet to discuss the results. They will use the TWI Initial Orientation and the Steps to Success Assessment Workshop results to identify employability skills in relation to the labor market, and determine what activities and services should be included in the Success Plan that will lead to employment. The customer will be scheduled to attend the Job Search workshop, if appropriate.

* **JOB SEARCH WORKSHOP**

Based on information gathered from workshop attendees, the Job Search Workshop has been refitted to most appropriately work on the skills that job seekers need to find employment. Some portions were removed, revamped, and/or redistributed to the Job Club and assessment segments. Topics that needed more time and emphasis were extended in both the Job Clubs and Job Search Workshop. Curriculum was redistributed in the three Job Club classroom venues in order to be delivered in a manner that would better fit individual customer needs. Customers have told us that we need to devote more time to interviewing techniques and resume' writing. We have responded by offering this curriculum in both the Job Search Workshop and the Job Club segments. The outcome will be that the customers will have mastered the most important elements of this curriculum and be more prepared to begin their job search. The ESD WorkSource Specialists can now spend more time with the customer in direct job search activities instead of having to revisit the curriculum segments.

* **JOB CLUB**

During the twelve weeks the customer will be able to attend Job Club on an as-needed basis as determined by the ESD WorkSource Specialist and the customer. Having Job Club offered three times a day, five days per week allows the customers to have maximum access. ESD WorkSource Specialists and other partners will facilitate the Job Club curriculum. In addition ESD WorkSource Specialists will meet individually with customers at least once a week during the twelve week job search component.

The Job Club curriculum was redesigned based on the customer needs as identified by both instructors and the customers who responded to a quarterly survey. All Job Club segments are open-entry/open-exit.

As a further response to our customer survey, like topics have been grouped into one-week modules to provide intensified instruction. Examples include additional practice with interviewing skills and development of resumes, applications, and letters – all utilizing computers. Another topic given high priority is job retention skills. The Returner workshop curriculum has been modified and combined into the Job Club modules. Returners will be assessed to determine their level of participation in each of the activities. The Job Club and Job Search workshop curricula reinforces the need for customers to obtain a job and gather skills that will assist them in retaining that job while seeking a better one.

If it is determined during the assessment segment that the customer is deficient in basic education skills, the customer may attend ABE/GED Prep classes provided at WorkSource, the Whiteside Education Center, or recommend, if appropriate, enrollment in Families That Work classes at Whiteside while engaged in job search and Job Club. These classes will be provided as short-term training

designed to enhance general employability. The customer will remain in the JS component and will continue to engage in job search. No short-term training class will be longer than twelve weeks in duration.

* **SUCCESS PLAN DEVELOPMENT**

As customers complete the Steps to Success and Job Search workshops they will meet individually with their respective ESD WorkSource Specialist to begin the process of reviewing the data collected and developing their Success Plan. During this time the ESD WorkSource Specialist may ask for a case staffing with other service providers to help design the Success Plan with the customer.

Participation planning is an essential part of the development of the Success Plan. The customer and ESD WorkSource Specialist will utilize the information that has been gathered during the assessment workshop and work together to determine the best possible plan in obtaining full time, sustainable employment. The customer's job search competencies will be rated throughout their participation in the various components. This information will be placed into their portfolio. The ESD WorkSource Specialist is responsible for directing the customer in reviewing the gathered information in order to determine the job readiness of the individual. At a minimum a customer's job search will be coupled with additional Job Club modules based on the customer's needs. This will allow additional time for skills that need refining. The goal is to engage the customer in meaningful, full-time participation.

Track One – Job Search

By the end of the third week, the Success Plan will have been developed. The customer will then be scheduled to participate in one or more job specific activities every day.

Track One consists of work search activities in three phases. During Phase One (weeks 4-6) the customer will focus on seeking the best job possible. The ESD WorkSource Specialist will work closely with the customer in developing the work search plan. The customer will utilize the resource area and will be provided assistance by their counselor and other ESD resource staff. The customer will be scheduled to meet with the marketing specialist either individually or in small groups. The marketing specialist will assist the customer with employer contacts. Planned activities may include informational interviews and job shadowing.

If the customer is unsuccessful in obtaining employment by the end of week six, the customer will be directed to broaden his/her work search in Phase Two and look for a "good" job (weeks 7-9). If the customer is still unemployed at the end of week nine, the goal will be for the customer to get any job during Phase 3 (weeks 10-12).

If at any point it is determined that the customer lacks the skills necessary to find employment, the customer may be directed to the marketing specialist to work toward the development of an on-the-job training activity. Job search and customer participation in any training opportunity will depend on the assessment results and the development of a good Success Plan. Meeting at least weekly will allow the ESD WorkSource Specialist the opportunity to assist the customer in making appropriate changes to the Success Plan in order to increase the rate of success.

Track Two – Job Search Including Education and Training

Full-time participation may consist of a combination of job search and Basic Skills/GED Prep, Community Jobs, and/or training such as keyboarding, computer skills, and workplace communication skills.

Track Three – Training

At any time it is determined by the ESD WorkSource Specialist and the customer that work search is not being successful, the customer may be referred back to the DSHS Case Manager for barrier removal or they may elect to begin Track Three which may include:

- * Full-time Customized Job Skill Training (CJST)
- * Full-time High Wage/High Demand (HWHD) Training
- * WorkForce Education
- * On-the-Job Training (OJT)
- * Customer Service Training

The ongoing goal will be to assure that the ESD WorkSource Specialist utilizes the assessment and skills information attained by the customer to assist them in the creation of a viable plan. The ESD WorkSource Specialist is responsible for on-going monitoring of the customers' participation to assure that the customer is progressing toward his/her individual goal.

* **MARKETING PLAN**

Grays Harbor has been selected as one of seven counties in Washington State to be part of a national seven state project that will focus on a pilot marketing plan. WorkSource Grays Harbor marketing staff participated in a special training session that provided marketing skills and tools as part of the project. The marketing staff was provided with a list of 117 local businesses. This list consists of businesses that are part of four industries identified as being in demand in our area. The marketing staff have received training in the process of how to identify those businesses that will most likely prove to be ones that will result in potential job listings. They are considered premier businesses and will be the priority contact by the marketing team. An ESD WorkSource Specialist is part of that

marketing team. This person will participate in the development of a marketing plan for these businesses.

Part of that marketing effort will be to act as liaisons for those WorkFirst customers who are in need of help in finding employment. The Marketing Specialist will be working closely with the ESD WorkSource Specialists in planning job placement activities. The customer will be scheduled to meet with the marketing specialist either individually or in small groups. The Marketing Specialist will assist the customer with employer contacts. Planned activities may also include informational interviews and job shadowing. In addition, the Marketing Specialist will assist in recruiting employers to make presentations in Job Club.

The Marketing Specialist will also be the primary contact for OJT development. The WorkFirst customers can access OJT or by being co-enrolled in the WIA OJT program.

At a minimum, one job fair will be held during the pilot. The premier businesses identified from the Department of Labor project will be invited to attend along with other businesses that normally participate in the local job fairs. Industry-specific mini job fairs will be held periodically.

* SHORT-TERM TRAINING

Short-term training is planned as part of the Track One and Two education and training components of the pilot. As part of the overall assessment, it may be determined that the person would succeed in becoming employed by attending short-term training courses at Grays Harbor College. There are currently several short-term training activities available at the college as well as through other local service providers. Some of the training activities that will be offered during the pilot are:

- * Workplace communication skills, keyboarding, and computer skills
- * ABE/GED Prep instruction (less than 12-weeks)
- * Community Jobs

* POST-EMPLOYMENT SERVICES

Local CSO and ESD staff will market job search, wage progression, job retention, and post-employment services available through WPLEX to TANF customers. Customers initially referred to WPLEX for services that later become under-employed (hours are reduced to less than 20 hours per week) or unemployed, will be referred back to the CSO by opening the RX component. Customers working at least twenty hours per week will be directed by their IRP to contact WPLEX and to participate in job search part-time as directed. Customers served by WPLEX can also participate in job search activities at the local ESD site. The

Marketing Specialist will assist in the development of local wage progression opportunities for the customers. Customers failing to participate as directed will be referred back to the Case Manager for non-participation.